

Take care of mission first, always take care of people

Lt. Col. Darryl Sweetwine
8th Maintenance Squadron commander

As a young lieutenant I had a commander who left a lasting impression on me, one that has lasted my entire career. One of his many great sayings was “mission first, but people always.” That was his way of saying that unless we take care of our people; the mission will fail and fall by the wayside. It has been my battle cry every since. Let me pose this question: What is it that gives us an edge over each and every adversary that we may face? You guessed it, our people.

Technology is great, and we need to continue cultivating our technological advances and investing in future advances. However, like mission performance, technology is only as good as the people who employ the equipment.

During my travels throughout the Air Force, and especially during my time as a squadron commander for the past three years, I’ve been able to get different perspectives on various issues ranging from retention, pay and benefits, and operations tempo. The central

theme that transcends all of these issues is the deep sense of pride and the professionalism of our people. Examples range from the F-16 crew chief who boasts of his, or her love for their job as a crew chief in the worlds’ best Air Force, or the personnelist in the military personnel flight who sees how the fruits of his or her labor culminates with mission accomplishment. But you better believe that if our folks didn’t see leadership advocating and preserving precious quality of life and people programs aimed at keeping this talent pool in our Air Force, they would have voted with their feet and left the Air Force.

Keeping everyone focused on the mission while taking care of the troops is definitely a balancing act, but you can’t stress one without the other. Experience has taught me several things. One is that the mission has to be believed in and understood by the organization. You must solicit buy-in. The Wolf Pack has this one down. As our new wing members arrive at Kunsan, the Wolf explains why we are here; to deter a North Korean advance. Then he goes on to define our mission, you all know the 11-word chant that is known base-wide; defend the base, accept follow-on forces,

and take the fight north. The result, a clearly defined mission with buy-in from those who will perform the mission. This is one of the reasons why we were so successful in Desert Storm. We had a clearly defined mission: defeat Iraqi aggression and reinstate the legitimate sovereign government of Kuwait.

The second thing that experience has taught me is that you must take care of your people. That can range from promoting an energized system of rewarding and recognizing superior performers to fostering an environment where troops feel confident that issues raised to leadership will get addressed and worked.

These two lessons learned have virtually guaranteed success in every organization I’ve been in. If we continue to nurture our people, the mission will happen, and our people will most likely exceed our wildest expectations.

Bottom line, taking care of our people is a “force multiplier.” When we do it well, it gives us that edge that tends to breed excellence in all we do.” This results in a force that propels us into a long-term, upward spiral of accomplishment and performance. Remember, mission first, people always!

Commander bids farewell, thanks Wolf Pack

Maj. John Williams
8th Logistics Support Squadron

As I come to the end of my assignment at Kunsan, the thing I think I will remember most is the way the Wolf Pack functions as a unit. The way every member takes responsibility for all three missions has made quite an impression on me. No matter what the particular Air Force Specialty Code, every member of the pack has an appreciation and a sense that they have a part in accomplishing all three missions.

Every member is responsible for “Defending the Base”. We have members of just about every AFSC serving as security augmentees. Every member is taught to be on the lookout no matter what function he or she is performing—and our folks do that exceptionally well. Everyone seems to internalize how important it is to protect our people and our assets. This internalization is key to accomplishing our mission.

As the Wolf always tells our members, “If we do not perform the first part of the mission successfully, there is no way we can accept follow-on forces and take the fight North.”

“Accept Follow-on Forces”. This

particular mission is a little personnel as the logistics plans office is a part of the 8th Logistics Support Squadron and has the lead on this issue. So, from a personal standpoint, I can say every member of the pack does his or her part to make this mission happen. Some squadrons have the responsibility of hosting incoming units, other squadrons have the responsibility of feeding and billeting units, and others have the responsibility of providing transportation for incoming forces. While the squadrons play different roles, they all have one thing in common—they work as a team to get the job done.

Although every member of the team does not load a bomb or push the throttle forward, we all contribute to getting to the final mission of “Taking the Fight North.” Every member of the Wolf Pack appears to take great pride in launching jets. I think they all know the hard work that goes into accomplishing the first two missions, helps us accomplish the third. As members of the Wolf Pack, they take great pride in reaching our main goal.

The Wolf Pack is truly a team. I am immeasurably proud to be a member of that team! Thank you Wolf Pack!

Gamble gives thanks to PACAF

By Gen. Patrick Gamble
Former Pacific Air Forces commander

HICKAM AIR FORCE BASE, Hawaii — As Ailese and I conclude our military service, I want to take the opportunity to thank you, the men and women of Pacific Air Forces, for your tremendous performance during my tenure as commander. A lot has happened in the nearly three years since I took command. We’ve become an expeditionary aerospace force, met the challenges of humanitarian operations throughout the Pacific Rim, and worked hard to improve our base and family life. As key members in Air Expeditionary Forces, you have deployed around the world.

Many of you stood directly in harms way. From Kosovo, Northern Watch and Southern Watch to Kwang Ju, East Timor and Iceland, PACAF has met the test. We are a great total force team in the Pacific. Your commitment to excellence has made commanding PACAF and working along side you an unforgettable privilege.



Photo by Senior Airman Amy MacBeth

Gen. Michael E. Ryan, Air Force chief of staff, (left) passes the Pacific Air Forces flag to Gen. Patrick K. Gamble when he assumed command July 31, 1998. Gamble retires after 33 years of service.



Wolf Pack WARRIOR Editorial staff

Col. Philip Breedlove.....8th Fighter Wing commander
Capt. Chris Karns.....chief, public affairs
1st Lt. Kelly Cahalan.....deputy chief, public affairs
MSgt. Will Ackerman.....superintendent, public affairs
SSgt. Heather Shelton.....chief, internal information
SrA. Laura Holzer.....editor

This funded Air Force newspaper is an authorized publication for members of the U.S. military services overseas. Contents of the **Wolf Pack WARRIOR** are not necessarily the official view of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Air Force.

The editorial content is edited, prepared, and provided by the 8th Fighter Wing Public Affairs office of Kunsan Air Base, Republic of Korea, which is located at Building 1305. The public affairs address

is 8th FW/PA, PSC 2 Box 2090, APO AP 96264.

Deadline for submissions to the **Wolf Pack WARRIOR** is no later than Thursday, 4:30 p.m., one week prior to publication.

The preferred medium for submission is e-mail to WolfPackWarrior@kunsan.af.mil.

Faxes and typewritten submissions are also accepted.

The voice mail to 8th Fighter Wing Public Affairs is 782-4705.

The fax number is 782-7568.